

2010 Governor's Award for Quality and Productivity

Missouri State Employee Work Teams Honored for Creating Ongoing Processes to Enhance State Government Services for Missouri Citizens

On Wednesday, October 20, 2010, Commissioner of Administration, Kelvin Simmons, awarded the prestigious Governor's Award for Quality and Productivity (GAQP) to five state employee work teams in a ceremony held in the Rotunda of the State Capitol Building in Jefferson City.

This is the 22nd year the GAQP has been awarded to state employee work teams whose accomplishments serve as an example of continuous improvement, quality and productivity in Missouri State Government.

This year, 23 state employee teams applied for the GAQP in the categories of: Customer Service, Efficiency/Process Improvement, Innovation, and Technology in Government. In 2010 the selection process was revised to create the Pinnacle Award. This distinctive recognition is awarded if, in the opinion of the Selection Committee, one nomination clearly encompasses multiple award categories in a manner that exemplifies the spirit of the Governor's Award, or exceeds all other nominations.

Commissioner Simmons issued the following statement: "As we strive every day to serve the citizens of Missouri, the challenges we face mean that we constantly have to figure out how to do more with less." OA Commissioner Simmons continue: "The five teams that are being presented with this year's Governor's Award for Quality and Productivity represent the best in innovative thought, and serve as examples for all of us in maximizing our limited taxpayer resources."



Above keynote speaker, Commissioner of Administration, Kelvin Simmons, gives remarks on the winning teams accomplishments.

For more information on this event please contact Denise Osborne, the Program Coordinator, at Denise.Osborne@oa.mo.gov or at 573-526-4554.

The Office of Administration, Division of Personnel is proud to provide the following information about the winning team in each award category.



Above left— MoDOT CFO Roberta Broeker receives the Prism Award from Commissioner Simmons. Pictured right, Commissioner Simmons and CFO Broeker pose with the Customer Service winning team members.

CUSTOMER SERVICE

MoDOT Motor Carrier Services Customer Satisfaction Team

Department of Transportation [MoDOT]

The Missouri Department of Transportation Motor Carrier Services (MCS) merged from four state agencies creating a one-stop shop for Missouri's motor carrier industry. Teamwork was not optimal and motor carrier companies endured long waits for service that was acceptable, but not outstanding. MCS was faced with a skeptical industry and three outdated, unconnected mainframe computers to process work. MCS administration decided to completely transform the division with customers viewing the agency as a partner and began to think like a business.

An internet-based computer system replaced the mainframes and opened 24-hour access to motor carriers. Phone queues were managed to encourage customers to use the MoDOT Carrier Express system, and MCS no longer automatically mailed paper forms to carriers. MoDOT supported legislation to create four interstate registration periods, replacing a year-end deadline and leveling employee workload. Safety and compliance investigators continually enforced safety regulations and even volunteered Missouri to be a test state for a new federal safety approach due to take effect nationwide in winter 2010. Slowly carriers began to understand that MCS was attempting to operate efficiently and with customers' needs in mind.

Using a quarterly survey to collect customer opinions on overall satisfaction, timeliness, friendliness and completeness of service, performance was driven using customer satisfaction as the measuring stick. During the transition, MCS took calculated risks, knowing that short term service scores could dip, but banking on long term satisfaction. In 2005, 85 percent of customers reported satisfaction with MCS. Today, MCS is a national leader with 95.1 percent customer satisfaction rating and another important measure is that Missouri's commercial motor vehicle fatal crash rate fell 44 percent since 2005.

MCS now enjoys true partnership with trucking associations, working through issues, and promoting industry safety and employees act as a team with several staff members cross-trained, giving the division flexibility in assignments and scheduling. By listening, taking risks and demonstrating respect for the industry, MCS is able to conduct the business of the state, promote safety, and earn the cooperation of those it regulates.

For additional information on this team's accomplishment please contact Kevin Keith at 573-751-3692 or at Kevin.Keith@modot.mo.gov.

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Above left— H1N1 Mass Vaccination Team members. Above right— DHSS Deputy Director, Peter Lyskowski, accepts the Prism Award from Commissioner Simmons.

EFFICIENCY / PROCESS IMPROVEMENT **H1N1 Mass Vaccination Team**

Department of Health and Senior Services [DHSS]

The H1N1 Mass Vaccination team came together to assure a coordinated statewide H1N1 vaccination effort and began by meeting with stakeholders to develop a vaccine dissemination plan which included working very closely with the local public health agencies (LPHAs). By August 18, 2009, the team had developed a comprehensive LPHA guidance document on the distribution of H1N1 vaccine in Missouri. This document included information on vaccine production, vaccine allocation, prioritization of citizens for vaccination, distribution of vaccine from the federal government, vaccine distribution at the local level, tracking of vaccine adverse events, reporting of vaccines administered, legal issues, administration fees, pharmacy licensure, etc.

Vaccine started becoming available to Missouri in October of 2009. The team used a sophisticated algorithm to allocate vaccine to LPHA's based on their proportion of highest priority populations. The team developed documents for LPHA's and healthcare providers to assure the appropriate presentations were being administered to the appropriate patients and also developed an online system for ordering vaccine and for reporting of doses administered. This made the ordering of vaccine much more efficient and greatly decreased the potential for human error. However, all vaccine orders were still checked and double-checked each day to assure the accuracy of vaccine orders. At this point the efforts of the team have resulted in more than 1.6 million doses of H1N1 vaccine being shipped throughout Missouri and hundreds of thousands of Missourians have been vaccinated against H1N1.

The team also began using webinar technology to communicate with all LPHA's simultaneously. Weekly webinars were held to inform LPHA's of new developments in the vaccine distribution system, provided updates on allocation, conducted polls of LPHA's on certain issues, and answered questions from LPHA's. The team has received high praise from LPHA's for using this communication system and DHSS is now using webinar technology for other issues.

In summary, the work of this team represents an extraordinary and unprecedented public health response over a period of months resulting in Missourians being better protected against H1N1 infection. In addition, the work of this team has built a much stronger working relationship between DHSS and the LPHA's leading to a more robust public health system in Missouri.

For additional information on this team's accomplishment please contact Scott Clardy at 573-751-6141 or at Scott.Clardy@dhss.mo.gov.

INNOVATION **Puppies for Parole**

Department of Corrections [DOC]

Pictured below left are Director of Corrections, George Lombardi, OA Commissioner Simmons and Puppies for Parole team members. Below right, Commissioner Simmons congratulates Director Lombardi.



The Puppies for Parole program was not developed specifically to address any initial challenge; but was developed as the DOC is constantly seeking ways to enhance their rehabilitative efforts in the most cost effective manner.

As DOC moved forward with establishing Puppies for Parole, they hoped to emulate the success of the C.H.A.M.P.S. service dog program at the Women's Eastern Reception, Diagnostic Center in Vandalia, Missouri and saw immediate success with the program's inception in 2002. Offenders who desired to participate in the program had an incentive to maintain good conduct and offenders who participated in the program learned the skill of training both rescue dogs and service dogs. Furthermore, it was noted the presence of the dogs improved the overall tenor of the facility and the Director of the Department of Corrections – George Lombardi – felt these results could be duplicated in the department's men's prisons and it was his vision to achieve this.

As institutions have committed to establishing the program, staff developed policies for the program, identified local shelters, and drafted memorandums of understanding (MOU). Once the MOU's are finalized and the offenders receive basic training, the dogs are brought into the various institutions. As the program continues to expand throughout the Department of Corrections, positive feedback from the staff, offenders, and community continues to be received.

Six months into the program, the results are astounding. Already 86 offenders are learning the skills of dog training, developing responsibility, and repaying the community through their work. Even offenders not directly involved in the program show their support by making donations through offender organizations. An additional benefit not anticipated, is the impact on hospice and dementia offender patients. Introducing the dogs to this population has had a profound and therapeutic effect on their treatment. It seems to help the offenders in their daily activities and/or assist them in recalling a more normal or realistic part of their life. Due to the work of the offenders, 28 of 51 dogs have completed the program and have been adopted. It is anticipated DOC's program will inevitably help decrease the number of homeless dogs euthanized in the state of Missouri.

Please contact Director Lombardi at George.Lombardi@doc.mo.gov or 573-526-6607 for more information on this team's accomplishment.

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TECHNOLOGY IN GOVERNMENT

Contamination Characterization Through Airborne Hyperspectral Imagery [HSI]

Department of Natural Resources [DNR] / University of Missouri-
Columbia / Missouri Wing Civil Air Patrol

Below left—DNR Acting Director, Kip Stetzler, receives the Prism Award from OA Commissioner Simmons. Right—Commissioner Simmons and Acting Director Stetzler are pictured with the winning team members.



Contamination from mining and smelting in southern Missouri is widespread, and continues to impact human health and the environment. Locating the vestiges of mining and characterizing the extent of contamination is an on-going, long-term task. Airborne HSI systems collect spectral data across large areas and can provide the data to spectral analysts and environmental project managers in a timely manner to support planning, remediation, monitoring and emergency response. In other words, by flying over potentially contaminated sites, specialized equipment can detect the contamination and visually “show” location.

HSI has many proven environmental applications, but most airborne and satellite data has been too expensive for routine use by the states. The Civil Air Patrol (CAP) acquired 16 Airborne Real-Time Cueing Hyperspectral Enhanced Reconnaissance aircraft with HSI and High Resolution Imagery sensors in 2005 and the DNR obtained a grant from the Environmental Protection Agency (EPA) for a Pilot Project to determine if the sensors could be used for environmental and environmental emergency response purposes. The Pilot Project was successful in identifying several potential applications. DNR was instrumental in establishing a Memorandum of Understanding between the state and Missouri Wing CAP that allows any state agency to request non-emergency support.

The program has provided information about significant problems with a closed landfill, asbestos deposition from the Praxair fire in St. Louis, the extent of airborne lead deposition from an active smelter, and locations of abandoned mine wastes. In cities and towns around Missouri this project has shown its worth. In 2007, the DNR began collaborating with the U.S. Geological Survey (USGS) on applications of HSI. As other users and agencies in need of the technology grew, a working group was formed that include other states and federal agencies. In 2010 DNR began supporting other state and federal agencies in developing programs. It established a yearly program to monitor covenant compliance at former Minuteman II sites to meet the U.S. Air Force's inspection requirements. HSI and its components have many beneficial uses to the state of Missouri and the DNR continues to create partnerships that help this project scope grow and thereby increase the benefits to the citizens of the state and the natural resources.

The Pilot Project Report and other project material are available at www.dnr.mo.gov/env/hwp/hsi/hsi-project.htm. For other information on this team's accomplishment please contact Jim Belcher at Jim.Belcher@dnr.mo.gov or at 573-751-2747.



Above left—MoDOT CFO, Roberta Broeker, receives the Pinnacle Award from OA Commissioner Simmons. Right—Commissioner Simmons and CFO Broeker are pictured with the Diverging Diamond Interchange team members.

PINNACLE AWARD

Diverging Diamond Interchange

[nominated in the Innovation category]

Department of Transportation

On June 21, 2009 the Missouri Department of Transportation (MoDOT) opened the first diverging diamond interchange in the western hemisphere at the intersection of Route 13 and Interstate 44 in Springfield, Missouri. The DDI is an innovation introduced from Europe and its configuration increases capacity and enhances safety within an interchange by eliminating left-turning movements at the interchange ramp access points, requiring a crossover at a signalized point, creating the diverging nature of the interchange. The design was chosen for three reasons. First, the DDI could be built in less time than a more traditional interchange reconstruction; second, the DDI would cost significantly less money than a more traditional interchange project; and thirdly the configuration would be safer.

Below are the goals that became MoDOT's motto for the project:
Quicker

- The DDI project was completed in six months instead of 12 to 18 months. The time savings is attributed to the configuration which allowed for retention of the existing Kansas Expressway Bridge.

Cheaper

- The total cost of the DDI project was \$3.2 million. Because the existing bridge was able to be retained, MoDOT saved approximately \$6.8 million to use on other road and bridge improvements.

Safer

- Drivers faced only six months of construction-related backups, which reduced the risk to safety.
- In the first eight months since completion, the DDI reduced congestion-related crashes by 50% by eliminating left-turn conflicts and reducing bumper-to-bumper congestion. Drivers are able to make “free” lefts onto the interstate eliminating backups on Route 13, which at times reached up to a mile during normal peak travel times.
- Pedestrians and bicyclists have a much safer way to cross the bridge. With crosswalks at the signals on each end of the bridge, pedestrians are safely accommodated.

The DDI has worked remarkable well since opening to traffic. Traffic now moves smoothly through the interchange and significant backups have been eliminated during peak rush hours and during major traffic-generating events. More diverging diamond interchanges are being built throughout Missouri, and the innovation is also catching on nationally. Additionally, Popular Science magazine named the interchange on of its list of 100 Best Innovations for 2009.

For additional information on this team's accomplishment please contact Kevin Keith at 573-751-3692 or at Kevin.Keith@modot.mo.gov.

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NOMINATION FINALISTS

Teams that advanced to the final selection stage

Customer Service

Missouri Council for the Arts

Department of Economic Development (DED)

The team took a comprehensive approach to customer service for grant applicants by analyzing the grant application experience: rewriting guidelines and applications, addressing the need for information and support, redeveloping the website and professional development programs. The result is a significantly improved experience for applicants. Applicants found the application easier and quicker to complete, increased their understanding of the application questions and process, received support up to the last minute of the deadline, and obtained additional information online and in person. Highlights include:

Implement Online Grant System – Developed online grant system that allows applicants to obtain grant information, apply online, submit support material, and download forms and guidelines. The result was an easier and less time consuming application process for both applicants and staff.

Streamline Grant Application – after auditing the grant applications and support requirements, the team clarified questions and eliminated unnecessary information requirements.

Developed Multi-Year Grant Cycle – In response to feedback from applicants the team moved to a grant cycle where the applicants applied every 2nd or 3rd year. On 'off years' the applicant uses the same score and submits an abbreviated application. This saves applicants up to 30 hours of application time and allows applicants to apply more of their resources towards their submission.

For additional information on this team's accomplishment contact Michael Donovan at 314-340-4740 or at Michael.Donovan@ded.mo.gov.

Efficiency / Process Improvement

Tax Lien and Administrative Judgment Automation Team

Department of Revenue (DOR)

The Department of Revenue has the authority to file certificates of tax lien with the recorder of deeds and circuit clerks to aid in the collection of delinquent taxes. Prior to 2009, this lien filing process was automated for certain types of tax delinquencies. No automated process was established for filing with the circuit court. The challenge was to dedicate the necessary resources to spend over a year to design, build, and test both programs for all major tax types and to deal with the additional customer contacts that will result from substantially increasing the number of liens and administrative judgments filed.

Coordinated by the collections group of the DOR Division of Taxation, a team was formed for the major tax systems. This team coordinated the design, coding, and testing of the systems. The project took over a year requiring staff to work weekends and even holidays to meet the goal of having the major tax systems automated by the end of 2009. When unforeseen problems arose priorities were reconfigured to implement the most in the shortest period of time. The automation was completely implemented in April of 2010.

For additional information on this team's accomplishment contact Michael Kisling at 573-522-3769 or at Mike.Kisling@dor.mo.gov.

RECEPTION

Following the Award Ceremony a reception for team members, their invited guests, and dignitaries was held on the 3rd Floor of the Capitol Rotunda

